

# CURRICULUM VITAE

<b>Family name</b>	ZHUKAVA	<b>First names</b>	Nadzeya
<b>Date of birth</b>	09/07/1976	<b>Nationality</b>	Belgian
<b>Education</b>			
<b>Institution: [Date from – Date to]</b>		<b>Degree(s) or Diploma(s) obtained:</b>	
College of Europe, Natolin, Poland (1998-1999)		<b>Master of Arts in European Studies</b>	
European Humanities University, Minsk, Belarus- Institute of Political Science of Strasbourg, France (1993-1998)		<b>Bachelor's degree in Political Science and Public Administration Management</b>	
European Summer University, Institute of Political Sciences of Lyon, France (July-August 1997)		Diploma in European Union Law, Policies and Institutions	
<b>Language skills:</b> Indicate competence on a scale from A1 to C2			
<b>Language</b>	<b>Reading</b>	<b>Speaking</b>	<b>Writing</b>
<b>English</b>	C1	C1	C1
<b>French</b>	C1	C1	C1
Belarusian	C2	C2	C2
Russian	C2	C2	C2
Polish	C1	C1	B2
Ukrainian	C1	B2	B2
German	B2	B2	B2
<b>Other skills:</b> Full computer literacy, training and organisational skills			
<b>Present position:</b> independent consultant, founder and director of ZhukConsult			
<b>Key qualifications:</b>			
<ul style="list-style-type: none"> <li><b>20 years of experience in international cooperation &amp; development</b>, including acquiring, implementing and assessing / evaluating international donor-funded projects.</li> <li>Extensive experience in organisational development support, <b>capacity building</b> and <b>monitoring / evaluation assignments benefitting civil society organisations / non-governmental organisations worldwide</b>.</li> <li>In-depth knowledge of <b>Eastern Europe, Russia</b> and <b>Central Asia</b> region, field experience in other “wider Europe” countries as well as Sub-Saharan Africa; extensive desk work on other regions (South-East Asia in particular).</li> <li>Management and implementation of targeted <b>policy &amp; context analysis</b>, including policy monitoring, sector and thematic studies, background reports, needs assessments.</li> <li>Extensive external monitoring and evaluation experience (project evaluations, ROMs, global complex evaluations, organisational assessments and strategic evaluations, etc.)</li> <li>Excellent knowledge of project cycle management / result based management standards, logframe approach and EU grant award process; extensive experience with EU-funded projects and projects funded by CIDA, German and US governments.</li> </ul>			
<b>Specific experience in the regions in which the Facility operates:</b>			
<b>Country</b>	<b>Dates from to</b>	<b>Country</b>	<b>Dates from to</b>
Eastern Europe and South Caucasus / EU Neighbourhood East (field experience in all countries)	1996-1998, several missions in 2000-2006, 2007, 2012, 2013, 2019, 2020	Asia (field experience in Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)	Several field missions in 2000-2006, 2017, 2018, 2019, 2020 & 2021, 2022
North Africa and Middle East / EU Neighbourhood South	(remote) as part of EIDHR Global Call Assessments in 10/2016-05/2017 and 11/2017 -05/2018	Other Asia	(remote) as part of IcSP and Partnership Instrument CfP Assessments in 2019, as part of EIDHR Global Call Assessment in 10/2016-05/2017 and 11/2017 -05/2018
Africa	Djibouti (2012), Senegal (2018), South Africa & Malawi (2019), Tanzania (2019), Nigeria, Mauritania, Togo, Ghana (remote), other African countries (remote) as part of backstopping of EDF-funded projects in 2010-2015 and as part of EIDHR Global Call in 10/2016-05/2017 and 11/2017 -05/2018	Russia	Several field missions in 2000-2006, 2017, 2018, 2019 and 2022 (the latter remote)

Dates	Location	Company	Position	Responsibilities and tasks
07/2022-ongoing	Kyrgyzstan	International Partnership for Human Rights / IPHR EU-funded project	Strategic Advisor	<b><u>EIDHR-funded project “Establishing and operationalising a national civil society monitoring, coordination and response mechanism for advancing justice sector reform in Kyrgyzstan”</u></b> . Advising and supporting IPHR’s management and the project team on strategic issues, M&E and relations with key stakeholders.
05/2022-ongoing	Togo	NIRAS for the for the European Commission (DG INTPA)	Assessor	<b><u>EU Civil Society Operational Facility</u></b> . Assessor of Concept Notes and Full Applications in the Calls for Proposals (CfPs) under the EU CSO Thematic Programme launched by the EUD in Togo (in French). The thematic areas are freedom of assembly and association as well as gender equality, women’s public participation and fight against gender-based violence.
11/2021-ongoing	Uzbekistan (remote and field)	International Partnership for Human Rights / IPHR EU-funded project	CSO Organisational Development and Capacity Building Expert	<b><u>EU-funded project “Working in partnership to strengthen civil society and advance human rights and gender equality in Uzbekistan”</u></b> . Carried out <b>training needs assessment</b> through surveys/questionnaires and interviews with local CSOs, designed and delivered (to date) <b>12 training sessions on strategic planning for grassroots NGOs from Ferghana Valley</b> and civic activists planning to set up own NGOs. Designed an online <b>training module</b> on strategic planning for small and grassroots CSOs. Currently working on a set of trainings <b>on fundraising</b> for the same audience.
12/2021-current	Brussels and Georgia (remote and field)	IPHR	M&E Advisor / CSO Trainer	Advising IPHR management <b>in all issues related to M&amp;E, assisting in internal MEAL system upgrade and M&amp;E tool development</b> , coaching IPHR’s M&E Officer, training partners in M&E and reporting, etc.
02/2022	Russia (remote)	NIRAS for EUD in Russia	Team Leader / Civil Society Expert	(3-year assignment; suspended due to the ongoing war) <b>FWC SIEA “Support measures accompanying the implementation of EIDHR and CSO country-based support schemes in Russia 2022-2025”</b> . Hired to provide long-term expert support to EU Delegation in Russia on Calls for Proposals under the new CSO programme and building capacities of CSO implementing partners on wide range of issues.
06-09/2021	Tajikistan / remote	IPHR / EU-funded project	Evaluator (one-person team)	Final Evaluation of the <b>EU-funded project “Enhancing Cooperation and Dialogue between Civil Society and Government in the Area of Human Rights and Fundamental Freedoms”</b> . The project promoted structural dialogue between CSOs and the government on fundamental rights.
05/2021, 07/2019, 01/2019, 2018, 2017, etc.	Brussels, Warsaw, Kyiv, other locations and remote	Helsinki Foundation for Human Rights / HFHR, HeathRight International, International IDEA, IPHR and others	Trainer on EU fundraising proposal writing	Based on the prior needs / capacity assessments, designed and delivered <b>tailor- made trainings on strategic fundraising, designing grant proposals for the EU</b> and applying Logical Framework Approach for international and national human rights NGOs / civil society organisations.
04-05/2021	Norway, Turkey, Kazakhstan (remote)	Norwegian Helsinki Committee /NHC	External Strategic Facilitator	Served as external facilitator of the NHC’s <b>organisational strategy revision process</b> and development of the new strategy for 2021-2023. Organised and led staff discussions on NHC mission, vision, current and future priorities.
04-09/2021	Belgium and Georgia / remote	IPHR	Organisational Development expert	Together with a colleague specialised in human resources, carried out an <b>Organisational Development and Strategic Revision</b> exercise, incl. facilitation of internal strategy revision workshops, evaluation of IPHR’s cooperation with local partner CSOs/NGOs in Eastern Europe, South Caucasus and Central Asia as well as development of targeted recommendations.
12/2020-04/2021	Armenia and Kyrgyzstan /remote	Particip for the European External Action Service (EEAS)	Senior Human Rights Expert	<b><u>Studies of EU partner country progress in implementing seven core human rights conventions</u></b> . Updated (and substantially rewrote, given fundamental changes in local contexts) reports on implementation of UN human rights conventions by Armenia & Kyrgyzstan (ICCPR, ICESCR, CEDAW, CRC, CERD, CAT, Genocide Convention).
09-10/2020	Kazakhstan, Kyrgyzstan, Tajikistan/remote	Komis sprl for the European Commission (DG INTPA)	Senior Monitoring Expert	Result-Oriented Monitoring (ROM) of the EU-funded project: <b>“Protecting children affected by migration in Southeast, South, and Central Asia”</b> implemented by UNICEF. Monitored project’s components implemented in Central Asia (Kazakhstan, Kyrgyzstan and Tajikistan). Project’s focus was on mainstreaming rights of children left behind by labour migrants, children on the move, unaccompanied minors and other vulnerable groups of children affected by migration into the national child protection and migration management systems.

05-09/2020	ENI East and Central Asia (remote mission)	Norwegian Helsinki Committee / Norwegian MFA-funded project	Team Leader, Lead Evaluator	Final evaluation of the programme “ <b><u>Support to civil society in Eurasia</u></b> ” funded by the Ministry of Foreign Affairs of Norway and implemented by Norwegian Helsinki Committee. A small grants and capacity building programme aimed at supporting local CSOs/NGOs in Eastern Europe, South Caucasus and Central Asia. Led a team of 3 senior experts being responsible for the final report.
01-09/2020	Moldova, Ukraine	Particip for the European Commission (DG NEAR and DG INTPA)	Senior Evaluation Expert	<b><u>Evaluation of the “EU’s external action support in the area of migration (2008-2018)”</u></b> . Global evaluation with a thematic focus on 3 key areas: labour migration, trafficking in human being and smuggling of migrants. Responsible for two cases studies on Moldova and Eastern Partnership Panel on Migration, Mobility and IBM, evaluating EU assistance provided under budget support and project modalities (total amount of EU support evaluated being around EUR 23 million).
11/2019-02/2020	Tajikistan	IPHR / EU -funded project	Senior Evaluator (one-person team)	Final evaluation of the EU -funded project “ <b><u>Coordinated civil society action to monitor the implementation of international and national human rights obligations in Tajikistan</u></b> ”. Focus on capacity building of local grassroots CSOs working with women and other vulnerable groups, human rights monitoring and international advocacy. Thematic focus on freedom from torture, socio-economic rights, gender equality and intersectionality (women with disabilities).
11-12/2019	Turkey	Eptisa Turkey / We Global Turkey for the CFCU Turkey / EU-funded	Senior Monitoring Expert	Result-oriented monitoring (ROM) of the EU/IPA-funded project “ <b><u>Technical Assistance for Migration and International Protection Matters-Promoting Public Awareness</u></b> ” aimed at raising awareness among officials, media, NGOs and society at large about migration and asylum matters. Responsible for field data collection, ROM Monitoring Questions and final report.
07/2019; 09-10/2019	South and Southeast Asia (remote)	GFA Consulting for the European Commission (FPI)	Assessor	Assessment of grant concept notes and full applications under EU CfP “ <b><u>Support to civil society actors in promoting confidence-building and preventing radicalisation in South Asia &amp; Knowledge Exchange on issues of importance to the EU-India Strategic Partnership</u></b> ” launched under the Instrument contributing to Stability and Peace and the Partnership Instrument, using the EU Evaluation Grid and <b>benefitting CSOs</b> . Focus on prevention and countering of radical extremism, peace and confidence building, protection of migrants, ethnic/religious minorities, etc.
05-06/2019	Russia (remote mission)	B&S Europe for EUD to Russia	Assessor	<b><u>Assessment of Concept Notes under CfP “Civil Society Organisations as Actors of Governance and Development in the Russian Federation” - Thematic programme “CSOs and LAs 2014-2020”</u></b> . Thematic focus on gender equality and empowerment of women, social entrepreneurship, social-economic rights and protection of disadvantaged groups, etc.
03-04/2019	Tanzania	ICCS-NTUA Consortium for the European Commission (DG INTPA)	Senior Monitoring Expert	Result-Oriented Monitoring (ROM) of the <b><u>Global Indigenous Navigator Initiative</u></b> implemented by a NGO- and ILO-led Consortia (3 interconnected projects / pillars). Thematic focus on indigenous people's socio-economic rights, gender equality, access to justice, employment opportunities and social inclusion/protection. Responsible for project's 3 pillars in Tanzania.
01-03/2019	South Africa, Malawi	ICCS-NTUA Consortium for the European Commission (DG INTPA)	Team Leader / Senior Monitoring Expert	Result-Oriented Monitoring (ROM) of EUR 15 million EU-funded Project “ <b><u>Pilot action on voluntary return and sustainable community-based reintegration</u></b> ”. Focus on voluntary return from South Africa and sustainable reintegration of returning Malawian and Mozambican (mostly irregular) labour migrants, through livelihood support and community-based socio-economic initiatives. Served as mission leader (team of 2) responsible for the final report and other ROM deliverables.
09-12/2018	Russia, Tajikistan, Azerbaijan	IPHR / EU-funded project	Team Leader/ Senior Evaluator	External mid-term evaluation of the EU-funded project “ <b><u>A Solidarity Initiative on Behalf of Human Rights Defenders in the Former Soviet Union</u></b> ”. Thematic focus on support to human rights defenders (HRDs) at risk in the Russian Federation, Ukraine, Azerbaijan, Tajikistan and Kyrgyzstan.
05-07/2018	Senegal (field) Mauritania, Togo, Ghana (remote)	ICCS-NTUA Consortium for the European Commission (DG INTPA)	Team Leader / Senior Monitoring Expert	Result-Oriented Monitoring (ROM) of EU-funded regional project “ <b><u>Reinforcement of professional mobility in Western Africa</u></b> ”. Thematic focus on labour migration and especially, protection of socio-economic rights of labour migrants through building capacities of Public Employment Agencies and communication and information services to prospective international labour migrants and employers. Served as Team Leader (team of 3), responsible all ROM deliverables (in French).

11/2017 - 05/2018	Worldwide (remote)	Altair Asesores for the European Commission (DG INTPA)	Assessor	<b><u>Assessment of grant concept notes and full applications under the EIDHR 2017 Global Call for Proposals.</u></b> Produced technical assessment of proposals submitted by NGOs from IPA countries, Eastern Europe, Africa (both Northern and Sub-Saharan), Asia (incl. Central Asia). Thematic areas covered: labour migration, forced labour, trafficking in human beings, business & human rights, human rights defenders working on land and environmental rights. CNs and FAs assessed <i>in English and French</i> .
02/2018	ENI East (remote)	Eastern Partnership Civil Society Forum / EU-funded project	Assessor / Evaluation Committee Member	<b><u>Assessment of grant proposals under the EaP CSF Re-granting Scheme 2018 (EU funding).</u></b> External assessment of grant proposals submitted by NGOs from ENI countries in the Working Group 1 (Democracy, Human Rights, Good Governance and Stability). Thematic areas included: migration, <b>gender equality and empowerment of women</b> , rule of law, anti-corruption, etc. Took part in the Selection Committee deciding on awards of grants.
07-09/2017	Brussels (remote)	International Consulting Expertise (private consulting company)	Senior Consultant	Assisted the Consortium leader in preparing <b>technical offers for the EuropeAid Framework Contract SIEA2018 in lot 3</b> (Human Rights, Democracy and Peace) and lot 4 (Human Development and Safety Net). Both contracts were awarded to the Consortium.
04-06/2017	Kazakhstan, Kyrgyzstan (field) Tajikistan, Uzbekistan and Turkmenistan (remote)	International Commission for Jurists (international CSO) / EU-funded project	Team Leader, Senior Evaluator	<b><u>Mid-Term Evaluation of the EU-funded project "Human Rights Law Training and Exchange to Improve National Justice Systems in Central Asia"</u></b> . Thematic focus on promoting the use of international human rights mechanisms, rule of law and judicial independence and equipping lawyers and human rights defenders from 5 countries with skills and knowledge to file complaints to UN Human Rights treaty bodies.
10/2016-05/2017	Worldwide (remote)	ARS Progetti for the European Commission (DG INTPA)	Assessor	<b><u>Assessment of grant proposals under the EIDHR 2016 Global Call for Proposals.</u></b> Thematic areas included protection of human rights defenders working on women's rights and women human rights defenders, gender equality, gender-based violence, ethnic / religious / linguistic minorities and caste-based discrimination. CNs and FAs assessed <i>in English and French</i> .
10/2012-04/2013	Belarus	PROMAN / East West Consulting for the EU Delegation to Belarus	Evaluation and Sector Study Expert	<b><u>Evaluation of EU Assistance to Belarus in the field of Migration and Asylum in 2005-2013 and Sector Study in the field of Migration and Asylum.</u></b> The assignment had two parts: 1) together with the team leader, evaluation of the approx. 15 EU-funded projects implemented by CSOs, IOs and government agencies) and 2) preparation of a sector study (individual assignment) covering labour migration; irregular migration, asylum and trafficking in human beings.
05/2012	Djibouti	EPTISA-European Consultants Organisation (ECO3) for EUD in Djibouti	Monitoring Expert	<b><u>Result-oriented monitoring (ROM) of the EU-funded "Regional Political Integration and Human Security Support Programme"</u></b> . The Programme was jointly implemented by East African Community/EAC, the Common Market for Eastern and Southern Africa/COMESA and Intergovernmental Authority on Development/IGAD and aimed at contributing to common regional responses to forced migration and human displacement challenges affecting the region. Responsible for all ROM deliverables <i>(in French)</i> .
04-05/2010	Nigeria (remote)	European Consultants Organisation (ECO3) under EDF (EU-funded) service contract	Assessor	<b><u>Assessment of grant proposals under EU /EDF - funded Programme "Increasing Non-State Actors' Implementation and Development Expertise"</u></b> . Assessed Concept Notes and Full Applications for small and large grants received from Nigerian CSOs. Projects proposals covered various areas incl. socio-economic rights, migration, gender equality and women's rights, capacity building of grassroots organisations, etc.
04/2009-09/2016	Belgium	East West Consulting / International Consulting Expertise	Project Manager	Prepared tender proposals and provided backstopping of awarded contracts of the <b>EU and EDF-funded CSO capacity building and rule of law projects</b> and <b>EU framework contract assignments</b> in francophone and anglophone Africa, ENI and Asia. Provided ad hoc expertise. See the key expert assignments above.
02/2000 - 12/2006	Poland (Warsaw with regular field missions)	Office for Democratic Institutions and Human Rights of the OSCE (OSCE ODIHR)	Migration and Freedom of Movement Officer	<b><u>Staff member position in an intergovernmental organisation with substantial project management responsibilities.</u></b> Under the supervision of the Chief of Unit, responsible for monitoring the respect by OSCE participating States of their international human rights obligations in the field of migration & freedom of movement, including managing or assisting in management of technical assistance projects implemented in the OSCE 'target' region (ENI East and IPA regions according to the current EU definition). Organised and attended external migration-related

				events; maintained regular contacts with government officials of OSCE participating States, other stakeholders / donors and international and local NGOs. Carried out short-terms expert field missions to the target region for the purpose of lobbying for change of government policy, project identification/formulation or implementation. Some examples of projects/missions are below:
2000-2006 (several ST missions)	ENI East, Russia, Central Asia, South East Europe, etc.	OSCE ODIHR Co-funding by various donors incl. EU	Migration Officer	Carried out <b>regular field expert missions</b> to assess the situation of labour migrants in the OSCE region as well as compliance of individual country's migration legislation / policies with international human rights standards. Led the preparation or contributed to a number of studies, analytical reports document related to identification and formulation of OSCE ODIHR-led projects.
2003-2006 (several ST missions)	Belarus, Moldova, Russia, Ukraine	OSCE ODIHR / Co-funding by CIDA	Migration Officer	<b><u>"Cross-border cooperation on collection, management and sharing of migration-related data"</u></b> (joint project with IOM Vienna). The project aimed at reviewing policy options and data needs for managing migration flows and featured tailored trainings and regional workshops for government actors and CSOs. Organised or assisted in organisation of trainings and other project events. Drafted or co-drafted project reports and other deliverables.
2004-2006 (several ST missions)	Russia, Kyrgyzstan	OSCE ODIHR/ Co-funding by CIDA	Migration Officer	<b><u>"Cross-border cooperation on labour migration issues between the Sverdlovsk region of the Russian Federation, Kyrgyzstan and Tajikistan"</u></b> : a project aimed at promoting rights of migrants and facilitating cooperation between the Sverdlovsk regional authorities and their peers in Kyrgyzstan and Tajikistan. Organised or assisted in organisation of trainings and other project events. Drafted or co-drafted project reports and other deliverables.
2000-2005 (several ST missions)	Kazakhstan Kyrgyzstan, Ukraine, Azerbaijan	OSCE ODIHR / Co-funding by German Foreign Ministry, EU and other donors	Migration Officer	Four ODIHR-led projects <b><u>on demilitarisation of and introduction of human rights standards into the functioning of the Border Guard Services of Central Asia, Ukraine and Azerbaijan</u></b> . Organised or assisted in organisation of trainings for senior border guards from the target countries and other project events. Drafted or co-drafted project reports and other deliverables.
11/1996- 01/1998	Belarus	Belarusian Helsinki Committee	Head of Public Observation Unit	<b>Established the Observation Unit and recruited volunteers</b> to serve as independent human rights observers during public demonstrations and as public defenders during court hearings. Trained and supervised the work of around 100 human rights defenders and observers from all over the country represented CSOs, political parties and individuals. Prepared or contributed to analytical reports, organised public events, carried out trainings, etc.